

添付資料1 評価結果要約表（英文及び現地公用語）

Summary

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<b>1. Outline of the Project</b>	
<b>Country:</b> The United Republic of Tanzania	<b>Project title:</b> Project on Sokoine University of Agriculture Center for Sustainable Rural Development
<b>Issue/Sector :</b> Poverty Reduction / Capacity Development	<b>Cooperation scheme :</b> Technical Cooperation
<b>Division in charge :</b> Public Administration Division, Governance Group, Public Policy Dept.	<b>Total cost :</b> Approx. 208 million yen
<b>Period of Cooperation</b>	5. 1999– 4. 2004
	<p><b>Partner Country's Implementing Organization :</b> Ministry of Science, Technology and Higher Education Sokoine University of Agriculture Center for Sustainable Rural Development (SCSRD)</p> <p><b>Supporting Organization in Japan :</b> Graduate School of Asian and African Area Studies, Graduate School of Agriculture, Graduate School of Global Environmental Studies, Kyoto University</p>
<b>Related Cooperation</b>	Integrated Agro-ecological Research of Miombo Woodlands in Tanzania (1994-1997)
<p><b>1-1. Background of the Project</b></p> <p>The Tanzanian Government has set a goal of maintaining a poverty reduction rate at 8-10 per cent per year in the 1998 "Tanzanian Development Vision 2025". In order to achieve this goal, the development of necessary human resources is essential especially in the field of rural development for poverty alleviation. With this intention, the Government submitted a request to the Japanese Government for a technical cooperation project for the purpose of establishing a Center for Sustainable Rural Development in Sokoine University of Agriculture (SUA). This center would provide multidisciplinary studies aimed at improving the understanding of the on the ground reality of rural areas and to advance sustainable rural development methods by reevaluating indigenous technologies through practical studies in model areas. The results of these studies will be shared with and implemented in other communities as well as neighboring countries. As a result of these discussions, both the Tanzanian and Japanese sides agreed to implement the Sokoine University of Agriculture Center for Sustainable Rural Development (SCSRD) Project for 5 years, beginning in May 1999, and ending in April 2004, with the purpose of developing a sustainable rural development method through development of SCSRDR's capacity.</p> <p><b>1-2. Project Overview</b></p> <p>The project supported SCSRDR, the project implementing organization, in establishing a sustainable rural development method (SUA method), based on the results and lessons learned from pilot activities in two model areas, via strengthening of the capacity of SCSRDR.</p> <p><b>(1)Overall Goal</b></p> <ol style="list-style-type: none"> <li>1) SUA method is applied to other areas by the SCSRDR and other organizations.</li> <li>2) Standard of living for rural people in model areas is improved.</li> </ol>	

**(2) Project Purpose**

Sustainable rural development method (SUA method) is developed in two model areas (Mbinga and Morogoro Districts) through capacity building of SCSRDR.

**(3) Outputs**

- 1) The center is established and functional
- 2) Relevant rural development experiences in and outside Tanzania are surveyed and database is established.
- 3) Practical reality of two model areas is understood.
- 4) Key community problems and potentials are identified and prioritized by the community in collaboration with other stakeholders.
- 5) The development plans of the community are formulated.
- 6) The implementation of community development plan is facilitated by SCSRDR
- 7) Information and experiences of SCSRDR are disseminated inside and outside SUA.
- 8) Monitoring and evaluation are conducted.

**(4) Inputs (as of the Project's termination)****Japanese side :**

Long-term Expert: 8 experts. Short-term Expert: 28 experts. Trainees received: 15 persons.

Equipment: Equipment for the Project: 98,700,000 yen, Local activity expenses: 109,070,000 yen.

**Tanzanian Side :**

Counterparts: 19 persons in total

Local cost: 81,456,000 shilling (approx. 6.19 million yen)

Land and facilities: Facilities within SUA

**2. Evaluation Team**

<b>Members of Evaluation Team</b>	Rural Development Evaluation: Tsutomu Nishimura, IMG Inc.	
	Impact Assessment: Reiko Nakazawa, IMG Inc.	
<b>Period of Evaluation</b>	8/12/2008 – 24/12/2008	<b>Type of Evaluation :</b> Ex-post

**3.PROJECT PERFORMANCE****3-1. Performance of Project Purpose**

Regarding the development of SCSRDR's capacity as Project Purpose, the Ex-post Evaluation Team confirmed that the basic function of SCSRDR as a research institute had been put in place through the construction of the center building, the employment of researchers, and the development of a database for rural development practices. The Team determined that the practical knowledge of SCSRDR researchers concerning the participatory approach in rural development had been built through the implementation of pilot activities in the model areas. However, the budget for the continuation of the research and monitoring activities in the model areas was not secured at the time of the Project's termination. As a result, the Team concluded that the institutional capacity of SCSRDR in terms of facilities and human resources had been strengthened, while fiscal sustainability necessary for conducting autonomous research activities has yet to be established.

Concerning the establishment of the sustainable rural development method in the model areas, rural development activities, such as fish breeding, beekeeping and overall natural resource management, had been carried out by community groups in Mbinga through the adaptation of indigenous technologies and the involvement of local organizations in the development processes with technical support from SCSRD with the introduction of appropriate technologies. As a result, the outcomes and lessons from the pilot activities in Mbinga were well adopted in the SUA method as a result of the Project continuously supporting community groups in seeking to enhance self-organizational capacity and problem coping abilities. By contrast, in Morogoro the involvement of communities in the identification of problems and potential resources, the formation of community groups, and the selection of potential rural development activities were limited in the course of the implementation of pilot activities, and as such the level of contribution to the development of the SUA method were minimal. In consideration of the above, the assessment of the performance of Project Purpose “Sustainable rural development method (SUA method) was developed in two model areas” is that the “development of the SUA method was completed in Mbinga, while contribution to SUA method development by pilot activities in Morogoro were limited.”

### **3-2. Achievement related to Overall Goal**

The performance indicators set forth in the PDM for determining achievement of the Overall Goal are: (1) number of new areas working with SCSRD; (2) number of institutions applying the SUA method in collaboration with SCSRD; and (3) socio-economic indicators of the model areas. Since it was not possible to collect socio-economic data to assess changes in the living standards of people in the model areas during the limited field survey period of the ex-post evaluation, it was decided that an evaluation in a qualitative manner focusing on living standards, self-organizational capacity, and problems of coping ability through the interviewing of group members was the best alternative.

With regard to the achievement of Overall Goal (1) “SUA method is applied to other areas by the SCSRD and other organizations”, it was confirmed by the Ex-post Evaluation Team that no activities of applying the SUA method had been conducted by either SCSRD or any other institutions due to two factors: i) SCSRD could not secure a budget for new projects in other areas; and ii) the SUA method is yet to be recognized as an officially approved rural development method by SUA. Therefore, the Team concluded that the necessary conditions for the achievement of Overall Goal (1) had not yet been met. In order for the SUA method to be recognized as an authorized rural development method, it is necessary to implement additional pilot projects in other areas to verify the adaptability of the SUA method.

Regarding the achievement of Overall Goal (2) “Standard of living for rural people in model areas is improved”, the Team observed that in Mbinga the community groups have been continuing activities, and as a result several new rural development initiatives by group members have been realized in the pilot villages, which include the establishment of mutual support mechanisms among groups, the installation of a simplified water supply system, and the initiation of the tree-planting activities. Group members had obtained various technologies and knowledge through the implementation of these activities, household income changes from which have been varied. This diversification of technology and activities is likely to contribute to a reduction in household expenditure and an improvement of nutrition. In addition, the group member’s self-organizational capacity and problem coping abilities have been strengthened by proactively engaging in group activities. Therefore, the Team concluded that Overall Goal (2) has been achieved in the model area of Mbinga. In Morogoro, group activities have been inactive after the termination of the Project. Hence, no positive progress has been recognized in rural development activities and collaborations with other groups in the area. It can be concluded that Overall Goal 2 has not yet been realized in the Morogoro model area.

### **3-3. Follow-up of the Recommendations by Terminal Evaluation Study**

The Terminal Evaluation Study made recommendations including short and long-term actions to be done for

the continuation of activities in the model areas and dissemination of the SUA method to other organizations using seminars and publications. However, as described in 3.2 “Achievement related to Overall Goal”, no actions have been taken towards the dissemination of the SUA method. Since the JICA experts dispatched in 2004 after the completion of the Project left SCSRD in 2006, all of the recommended activities by the Terminal Evaluation Study, such as monitoring activities in the model areas and information dissemination activities related to the SUA method, were limited due to an insufficient budget. Meanwhile, in terms of the Recommendation “Establishment of a new institute/faculty for sustainable rural development”, it has been confirmed that the new institution, Institute of Development and Strategic Studies will be established in 2009 through the merger of SCSRD with the Development Study Institute of SUA.

#### **4. Results of Evaluation**

##### **4-1. Summary of Evaluation Results**

###### **(1) Relevance**

Poverty reduction in rural areas was given priority in the national development program. The Project is highly relevant to the national development program in its aim to develop a sustainable rural development method that improves the self-reliance of local communities by enhancing problem coping abilities. Moreover, since higher education institutions are expected to take a leading role in the development of human resources in the field of regional/rural development for the purpose of facilitating local administrative reform, it was essential that SCSRD be supported.

###### **(2) Effectiveness**

In consideration of the current progress of SCSRD’s institutional development focusing on facilities, staffing, finance, and capacity of researchers, it has been concluded that the “institutional capacity of SCSRD had been strengthened in terms of the facilities and human resources, however fiscal sustainability for the purpose of conducting autonomous research activities has yet to be established.” With regard to achievement of “Development of sustainable rural development method in the model areas”, it has been determined that the “participatory processes applied in Mbinga for the identification of problems, formation of community groups, and preparation of community development plans were highly conducive to the development of the SUA method”.

###### **(3) Efficiency**

It was confirmed that most of the equipment provided by the Project had been properly utilized except laboratory equipment, for which utilization rates were found to be low. As for linkages with other institutions and projects, several cases of collaboration were found with NGOs and Japanese ODA activities such as interaction with experts and counterparts of JICA technical cooperation projects and the acceptance of trainees sent from the JICA training institute. Meanwhile, no tangible activities have been carried out in cooperation with the African Institute for Capacity Development, except workshop presentations relating to the SUA method.

###### **(4) Impact**

It was confirmed that since the SUA method was regarded as an incomplete regional/rural development method and SCSRD did not secure the budget for further pilot activities in order to verify the adaptability of the SUA method in other areas, the necessary conditions for the achievement of Overall Goal (1) had not yet been met.

In Mbinga, it was observed that the community groups have been continuing rural development activities. As a result, the living standard of group members was likely to have been improved by a reduction in household expenditure and improvements in nutrition, in turn resulting in income source diversification. Thus, it is concluded that Overall Goal (2) has been achieved in Mbinga. Additionally, it was confirmed that around ten district officers and extension workers in Mbinga had an opportunity to obtain advanced education in the field of

rural development and natural resource management in SUA with financial assistance from the Mbinga District Office, and most of them returned to their work. This shows the positive impact of the Project indirectly contributing to the human resource development of local government since they were motivated to strengthen their expertise by engaging in project activities. There was no tangible impact observed in Morogoro.

#### **(5) Sustainability**

The Tanzanian Government has emphasized the importance of capacity development, especially in the field of participatory planning, for officers/extension workers of local governments who facilitate preparation of community development plan at the village level. This has been done in order to effectively implement the Local Government Reform Programme (LGRP) that has been carried out since 2000. The process approach, of which importance is advocated by the SUA method, supports local people in their efforts to strengthen their problem coping abilities through the support of local government. These processes conform closely to the approach for which LGRP has applied. The second phase of LGRP is being implemented until 2013, which implies that policy sustainability is ensured for SCSRD.

It has been confirmed that SCSRD will be reorganized as the Institute of Development and Strategic Studies in 2009 with its consolidation into the Development Study Institute. The new institute, as a higher education institution, is expected to contribute to the formulation of the country's regional development strategy by making policy recommendations to the Government. Since strengthening of the human resources of the institution is planned, SCSRD's institutional sustainability is judged to be adequate. With regard to the financial sustainability, SCSRD has been facing challenges in securing an independent revenue resource for research and projects while the operational cost is being allocated by SUA.

The outcomes of the pilot project in Mbinga prove the SUA method is effective in developing self-organizational capacities and problem coping abilities of local communities. Since those achievements establish a clear distinction from general rural development projects, it is anticipated that the SUA method will be applied to rural development projects in other areas in the future.

#### **4-2. Factors that have promoted project**

##### **(1) Impact**

Mbinga District and SUA have established a close relationship for the purpose of mutual collaboration since 1994 when the research project supported by JICA was initiated. Moreover, the former district executive director established a cooperation system for the effective implementation of project activities and supported initiatives for the human resource development of district officers, which is also contributing to the strengthening of capacities for facilitating the group activities of local communities at the district level.

##### **(2) Sustainability**

Monitoring of group activities in Mbinga have been maintained by some SCSRD researchers who have obtained a research grant from external organizations. One of the researches who was awarded a doctoral degree from Kyoto University, the supporting organization of the Project, has continuously obtained financial support from Kyoto University in order to further pursue the studies related to the SUA method, a factor contributing to fiscal sustainability.

#### **4-3. Factors that have inhibited project**

##### **(1) Impact**

In Morogoro, since the baseline survey required a considerable amount of time, the available period of time for preparation and implementation of pilot activities, including establishment of collaborative relationship between the community groups and district government, of the Project was limited. It is assumed that pilot activities in Morogoro had less priority in the Project than those in Mbinga, which resulted in disincentive effect in developing impacts.

## **(2) Sustainability**

Since the primary role of SCSR D is to implement research and development in the field of regional/rural development, researchers are evaluated based on academic achievements such as number of articles presented and research grants awarded. Consequently, this is leading to a lack of motivation to engage in activities of monitoring in the pilot areas, and finalization and dissemination of the SUA method, and grant seeking for those activities, as those tasks are regarded as an agenda that SCSR D should deal with as an institution.

### **4-4. Conclusions**

With regard to the performance of Project Purpose, it is concluded that the “institutional capacity of SCSR D had been strengthened in terms of facilities and human resources, however fiscal sustainability for the purpose of conducting autonomous research activities has yet to be established”.

With regard to Overall Goal (1) “SUA method is applied to other areas by the SCSR D and other organizations”, it was determined that the necessary conditions for the achievement of Overall Goal (1) had not yet been met since there were no activities conducted by both SCSR D and other institutions applying the SUA method due to two factors: i) the SUA method was not recognized as an officially approved rural development method by SUA; and ii) SCSR D could not secure the budget for new projects.

Regarding Overall Goal (2) “Standard of living for rural people in model areas is improved”, it was observed in Mbinga that sources of household income had been diversified through various technologies and knowledge that community members learned through group activities, and that the problem coping abilities of group members have been strengthened. In contrast, in Morogoro, the number of community groups has been diminished after the completion of the project, and as a result it was not achieved any positive progresses in its activities. Taking the results of the activities in these two pilot areas into consideration, Overall Goal (2) was assessed to have been achieved in the pilot area of Mbinga while it has not yet been realized in Morogoro.

As a result of expanding group activities in Mbinga, communities have established mutual support mechanisms, which contribute to promoting rural development initiatives in adjacent villages. Moreover, it was noted that district officers and extension workers in Mbinga had an opportunity to obtain advanced education in SUA with financial assistance from Mbinga District Office. This is a positive indirect impact to local government.

Considering that SCSR D will be reorganized as the Institute of Development and Strategic Studies in 2009 by consolidation into the Development Study Institute, in which functions and human resources are planned to be strengthened, SCSR D’s institutional sustainability is judged to be adequate although SCSR D/new institution must continuously seek autonomous research and development budgets in order to secure financial sustainability.

### **4-5. Recommendations**

Considering the establishment of Institute of Development and Strategic Studies in 2009, it is recommended that SCSR D set up a sort of task force in order to develop a concept and plan toward the finalization and promotion of the SUA method. Furthermore, it is hoped that Institute of Development and Strategic Studies would take a proactive role in providing training to local government staff and technical advice in planning processes for the implementation of the Local Government Reform Programme. Meanwhile, taking into account the effective use of equipment donated by JICA, it is suggested that SCSR D needs to consider transferring laboratory equipment to other laboratories in SUA where demand for specialized laboratory equipment is high.

**4-6. Lessons Learned**

In case rural development projects are implemented with universities or research institutions as counterpart organizations, it is necessary to establish collaborative relationships with local governments (including extension works and technical experts) that have jurisdiction over project areas, taking the capacity development of government officers into consideration. Moreover, involvement of higher educational institutions allows for the development of appropriate technologies and approaches that appreciate the potential of indigenous factors, which will also lead to strengthening of the capacity of local government through the technology transfer of participatory development processes.